



**DEPARTMENT OF THE ARMY  
COMPANY C, 123D AVIATION (AVIM)  
BLDG # 2079 MONTGOMERY ROAD  
FORT WAINWRIGHT AK 99703-8300**

APVR-WAB-AV-CO

24 March 2006

MEMORANDUM FOR Company C, 123d Aviation Regiment (AVIM)

SUBJECT: Command Philosophy (Policy Letter #1)

1. I am honored and humbled to command this great unit and feel fortunate to be able to call myself an "Old Duke." There is no greater responsibility that I know than to command America's sons and daughters and I pledge to you my undying commitment to preparing this unit to fight our nation's wars and to making C/123d the best aviation intermediate maintenance company in the Army.

2. With that said my command philosophy revolves completely around my vision for what the unit should ultimately look like. That vision is for the Company C, 123d Aviation Regiment (AVIM) to be a well trained, well maintained, and well led team of Soldiers who have pride in themselves, their work, and their unit, and ultimately for this unit to be ready to fight our nation's battles when the call comes.

3. There are many ways to achieve this vision as well as many attributes that distinguish great units from mediocre ones. However, I believe that at the simplest level, all great units do the following three tasks well at all levels.

- a. Leaders provide task and purpose. Good leaders give focus by clearly defining the task at hand for their subordinates and telling them why they must get it done. The "why" given by the leader allows the subordinate to understand how this task fits into the bigger picture.
- b. Everyone should do the right thing, even when no one is looking. Once given a task, all soldiers know what to do and need to do it regardless of leader involvement at that point. Even when no task is given, we know what the right thing to do is and all soldiers must resist the temptation to take shortcuts. Someone is counting on you accomplishing this task. Do not let them down!
- c. Soldiers act in the absence of orders. They demonstrate initiative. Because their leader has given them the purpose of their task and revealed the "bigger" picture, good soldiers do not have to wait to be told to do something. They now know what else can be done and they do it even if they have not been told to.

4. I absolutely believe that if we accomplish these basic tenets at all levels, we will achieve our goal of being a combat ready unit that will answer the call honorably and admirably when it comes. I am proud to be among your ranks.

JAMES E. TULLY  
CPT, AV  
Commanding